

# THE NEED

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The demand for this type of program space is only expected to increase as the population of San Leandro continues to grow in the coming decades. ***This Branch Libraries Study recommends that by the year 2020, those branch facilities without reasonable access to the Main Library’s meeting facilities have a dedicated community meeting room with seating for as many as 100 people. This guideline will allow the Library to increase the dedicated space it is able to provide for community events from 638 seats – all in the Main Library – to 788 seats citywide with the addition of 150 seats in the branches where the seats are needed. This translates into an increase of nearly 25% in program seating capacity citywide.***

## F. Increase in Dedicated Space for Group Study/Tutoring:

*6 to 12 seats in each branch library*

### Group Study Guidelines

*Dedicated group study space for at least 6 people and up to 12 people, depending on the needs of each neighborhood service area*

In addition to providing community meeting rooms where large groups of people can gather, San Leandro branch libraries are finding an increasing need in the neighborhoods they serve for places where small groups of people can meet. Such dedicated group study rooms provide students with a quiet place to work on school projects, get help with homework, or participate in a tutoring program without disturbing other library users. In addition to use by students, group study rooms are also used by other community members for a wide variety of activities, including book discussion groups, home schooling, investment clubs, and the Library’s literacy and programs.

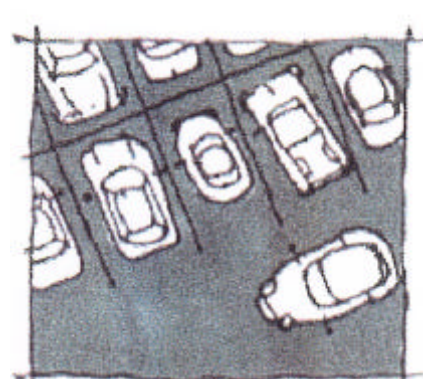
***Currently, the San Leandro only has dedicated group study seating in the Main Library. This is far less than what is needed to meet even current demand for these kinds of spaces. This Branch Libraries Study recommends that by the year 2020, each branch library should have enough dedicated group study space to accommodate at least 6 people and up to 12 people, depending on community need. These guidelines will allow the Library to increase the dedicated seating space it is able to provide for group study and similar uses by 30 seats. This will ensure adequate group study space in every neighborhood service area the branch libraries serve.***

## G. Enough Parking to Provide Good Access to Branch Libraries:

*Adequate parking at every branch library to fulfill city regulations and to meet the unique access needs of each service area*

The Library is committed to ensuring that all the residents of San Leandro have convenient access to branch library services, whether they get to their local neighborhood library by driving, taking transit, riding a bicycle, or by walking. While half of San Leandro branch library customers – especially children and seniors – walk or ride bicycles to their local library, half of the branch libraries' customers drive to the library. When a branch library has limited parking or is difficult to get to because of traffic congestion or other transportation barriers, community members' access to library services is restricted. Because a lack of parking limits library use, providing enough parking for all library customers will be a critical challenge as San Leandro neighborhoods continue to grow in the coming decades.

***This Branch Library Study recommends that the Library provide an adequate number of parking spaces at all of the branch libraries based on the city's parking regulations (currently 1 space per 300 sf of library building).*** Because of the extremely high number of patrons who access their branch library through means other than automobile, it is expected that the addition of the City-required spaces—14 to 31 spaces per branch facility, will adequately serve the branch library parking needs.



### Parking Guideline

*Adequate parking spaces at every branch library per city regulations and the unique access needs of each service area*

## H. Bigger and Better Library Space Citywide:

*0.8 sf of library space for every San Leandro resident*

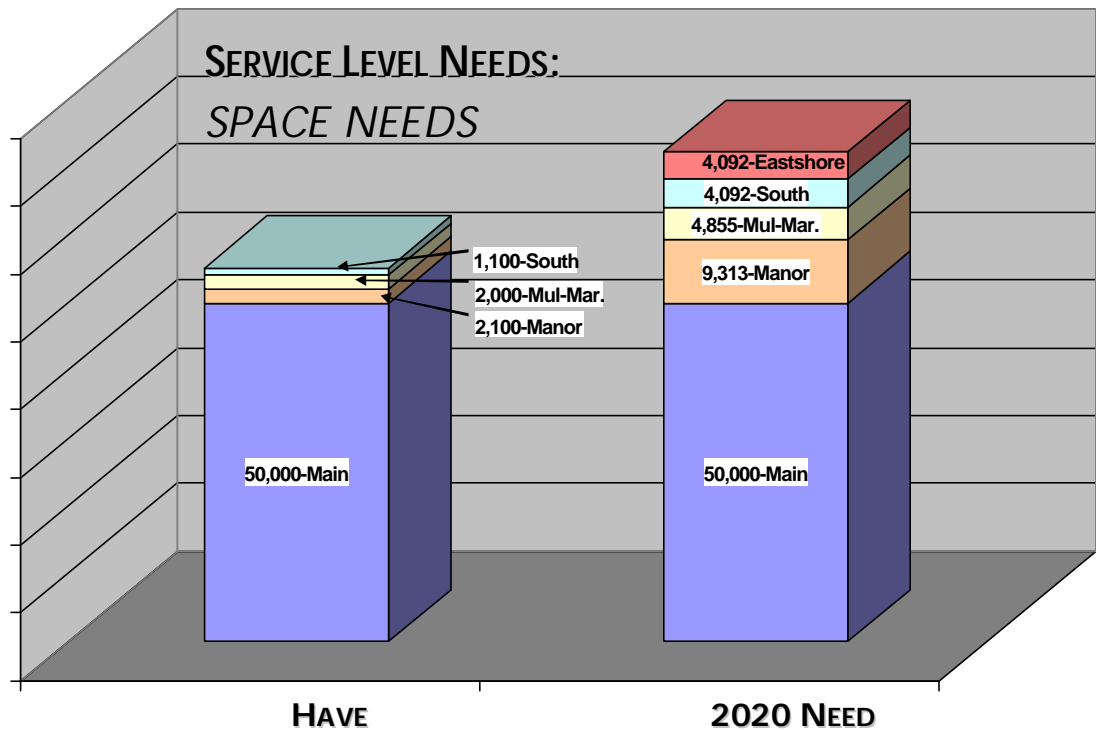
Each of the library service components described above (such as books and other materials, computers, and seating) takes up a certain amount of floor space. By adding together the amount of space required for each of these and other necessary components (such as service desks, entrance lobbies, restrooms, and staff work areas), library planners determine how big a branch library needs to be in order to meet the needs of the neighborhood area it serves. In order to meet the current and future need for branch library services in the growing neighborhoods of San Leandro, the Library needs to provide these services at the levels recommended above.

Unfortunately, the San Leandro Library simply does not have enough space at its existing branch libraries to adequately provide these recommended levels of library services to the neighborhood areas they serve. In order to remedy this situation, ***the Branch Libraries Study recommends that by the year 2020, the Library provide 0.8 square feet of library space for every San Leandro resident.*** As illustrated by the graph above, *this guideline will*

### Library Space Guideline

*0.8 square feet of library space for every San Leandro resident*

enable the Library to increase the existing 5,200 gsf of branch library space by 17,150 gsf, for a total of 22,350 gsf of branch library space by the year 2020 (including the Main Library, this will mean 72,350 gsf of total library space citywide by the year 2020). This 24% increase in the overall amount of library space will ensure that the people of San Leandro have the space they need to use and enjoy the services available at their local neighborhood branch libraries for decades to come.



## Summary of the Library Service Level Guidelines

Each of the service level guidelines recommended in this *Branch Libraries Study* to meet both immediate and future needs for library services in San Leandro's neighborhoods is illustrated in the chart below:

	Existing Citywide Service Level	Functional Minimum Service Level	Recommended Service Level	Industry Standard High Guideline
Collection	<b>243,700 vol</b> 2.8 vols/capita	<b>243,700 vol</b> 2.8 vols/capita	<b>290,000 vol</b> 3.4 vols/capita	<b>301,000 vol</b> 3.5 vols/capita
Seating	<b>270 seats</b> 3.1 seats/1000 pop	<b>270 seats</b> 3.1 seats/1000 pop	<b>335 seats</b> 3.4 seats/1000 pop	<b>345 seats</b> 4 seats/1000 pop
Computers	<b>76 comp.</b> 0.9 comp/1000 pop	<b>86 comp.</b> 1 comp/1000 pop	<b>118 comp.</b> 1.4 comp/1000 pop	<b>129 comp.</b> 1.5 comp/1000 pop
Storytelling	<b>35 (in Main)</b>	<b>15/facility</b> 15 spaces/facility	<b>50 + Main</b> 25 spaces or program	<b>35/facility</b> 35 spaces/facility
Program	<b>638 (in Main)</b>	<b>125 + Main</b> 0-75 seats/facility	<b>150 + Main</b> 0-100 seats/facility	<b>150/facility</b> 0-150 seats/facility
Group Study	<b>(In Main)</b>	<b>24 + Main</b> 6 or 12 seats/facility	<b>30 + Main</b> 6 or 12 seats/facility	<b>60 + Main</b> 12 or 24 seats/facility
Parking	<b>19 + Main</b>	<b>35 + Main</b> 1 space/300 SF Bldg	<b>75 + Main</b> 1 space/300 SF Bldg	<b>94 + Main</b> 1 space/300 SF Bldg
Building SF	<b>55,200 SF</b> 0.65 SF/per capita	<b>60,300 SF</b> 0.7 SF/per capita	<b>72,350 SF</b> 0.8 SF/per capita	<b>77,690 SF</b> 0.9 SF/per capita
Project Cost	<b>n/a</b>	<b>\$5,680,000</b>	<b>\$11,255,000</b>	<b>\$14,130,000</b>

# THE NEED

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Novel Café  
Bettendorf (IA) Public Library



Self Check-Out  
San Leandro Main Library

## Leveraging Resources to Meet the Need

The Library has identified strategies that will allow it to leverage its resources in order to provide San Leandro neighborhood residents with the increased level of library services being recommended in this *Branch Libraries Study*. These strategies call for the formation of strategic partnerships and pursuing improvements to the Library's business model.

### A. Forming Strategic Partnerships

In order to improve library services and facilities in the most cost-effective way possible, the Library will be pursuing ***new partnership opportunities with city and school district leadership***. In addition, the Library will be pursuing ***partnerships with the private sector when appropriate***. Potential partnership opportunities include:

- *Joint-use facility for South Branch (a potential school & library facility).*
- *Co-sponsoring library programs (such as homework help, summer reading programs, and distance learning classes).*
- *Sharing computers and other technology resources.*
- *Other appropriate partnerships benefiting community members.*

### B. Changing the Way the Library Does Business

The Library is also considering several innovative initiatives to change the way it does business in order to expand library services *and* operate additional branch library facilities with limited additional resources. ***By revising its operational model based on the best practices of private-sector retailers and information providers, the Library anticipates realizing significant savings in operating costs while simultaneously improving customer service.*** Because this new operational model will also allow the Library to use its facilities more efficiently, it will be possible to dedicate a larger proportion of branch library space for public use while still providing adequate space for library staff.

One such proposal being pursued is the use of technology to improve the delivery of traditional branch library services, such as using “self check-out” stations like those already used at the Main Library. These give library customers the option to check-out materials themselves, rather than waiting in line, and could potentially allow customers to pay any fees or fines with a credit card. ***The Library is also considering other ways it can provide added value to its customers through innovation.***

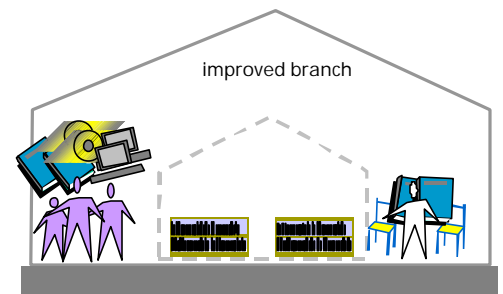
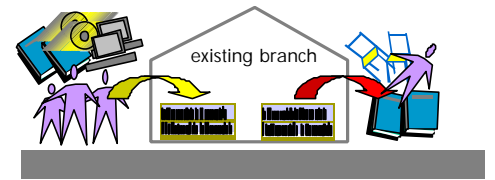


## How are We Going to Fix This Problem?

The needs of the San Leandro Library do not represent a minor deficiency. As discussed in the previous chapter, 29% more branch library space (or 17,150 sf total) is needed citywide by 2020 in order to provide adequate library services to the growing, more diverse population of San Leandro. This chapter of the *Branch Libraries Study* recommends strategies to allow City, Library, and School District leadership to meet immediate and future needs in all the neighborhoods the Library serves. Based on the evaluation of existing conditions, analysis of future trends, and review of the public input received during the planning process, the consultant team worked with Library and City leadership to develop recommendations for meeting the community's needs. The recommendations are summarized below and discussed in greater detail throughout this chapter:

- **Build on the strengths of the current Library system, including the new Main Library downtown, highly accessible 'neighborhood-serving' branches, and a high level of personalized customer service and assistance.**
- **Modernize and expand the role of the branch libraries in the community in order to meet customers' expectations for new services while enhancing and complementing existing services.**
- **Develop and implement a new service-delivery model in order to improve customers' access to services while maintaining Operation & Maintenance costs.**
- **Upgrade the three existing branches and build one new branch:**
  - Expand South Branch from current 1,100 sf to 4,092 sf OR possibly build a joint-use facility with the School District (the required size of such a facility is being studied)
  - Expand Mulford-Marina Branch from existing 2,000 sf to 4,855 sf
  - Expand Manor Branch from 2,100 sf to 9,313 sf (a 'Neighborhood Plus branch')
  - Construct a new 4,092 sf branch in Eastshore-West Davis

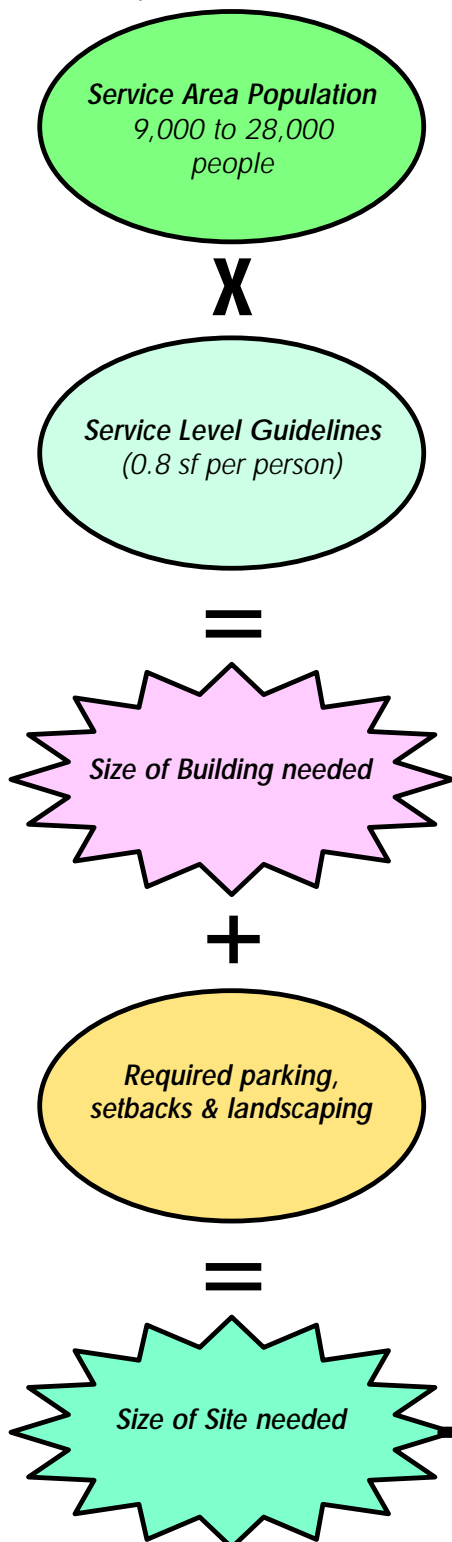
The recommendations in this *Study* were tailored to meet the unique needs of each of the neighborhood areas the Library serves but were also developed with the 'big picture' in mind in order to improve library services throughout the city in an equitable manner. In addition, the recommendations are flexible so that the City and Library can respond to emerging opportunities and changing circumstances over time. Finally the *Study* recommends that all upgraded branches and new branches be built and funded over the next twenty years. ***By following these recommendations, the Library will be able to meet the specific needs of each of the neighborhood areas it serves and bring library services throughout the city up to parity.***



To house the increased demand of a growing population, more branch library space is needed citywide.

# RECOMMENDATION

*How much additional library space is needed? How should this space be distributed?*



## Determining the Best Strategy to Meet Community Needs

This *Branch Libraries Study* established service level guidelines to provide adequate library services in all the neighborhoods of San Leandro. ‘Development strategies’ are the individual recommendations that will allow the Library to best meet these service guidelines in each of the neighborhoods it serves. The project team used the process described below, and illustrated in the sidebar to the left, to formulate the development strategies:

### 1. DETERMINING THE NEED – Service Areas

Library service guidelines were applied to the projected population of each of the different neighborhood areas of San Leandro in order to determine the future need, and thus the additional square footage needed for an existing or proposed new branch. This exercise determined how many people would need to be served by each branch library and the required size of these facilities. Service areas are a tool used to promote a good balance of library services within each area of the city and to ensure service equity for San Leandro residents.

### 2. DETERMINING THE LOCATION – Facility Placement

Potential locations for additional branch libraries were identified based on underserved populations and physical or geographical barriers within San Leandro. Individual sites were identified and evaluated with the assistance and collaboration of the Project Team and the Library Advisory Committee.

### 3. DETERMINING THE CAPACITY – Development Strategies

The Project Team also evaluated the development capacity of the proposed library sites. The service guideline recommendations were applied to the service area populations to determine the required facility size and parking need. The development capacity of the proposed library sites was then analyzed for how well it would meet the identified need.

### 4. DETERMINING THE RECOMMENDATION – Upgraded and New Branches

Multiple sites were identified in each neighborhood area for new and upgraded library branches. Determining which site would best meet both local and citywide needs was done in collaboration with the Project Team and the Library Advisory Committee.

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## 1. DETERMINING THE NEED

### Service Areas

A library's service area is the surrounding geographic area, or neighborhood, in which that branch's primary service population lives. The population of this service area represents the library's 'service population' – the number of people that the branch library should serve. Service areas are one of the primary ways to measure the geographic equity of the distribution of library services.

The service areas for the branch libraries were established before the population growth of recent years. Consequently, *the service population of many of the Library's existing branches has grown beyond the number of people that these facilities can reasonably be expected to serve.* For example, the population in the 1960's, when all of the branch libraries were opened, was about 66,000; the population these branches and the Main are serving today is 80,000 people. While the Main accommodates about a third, or 4,500, of these additional 14,000 residents with an expanded facility, the other 9,500 have been added to the Branch service areas with no expansion of these facilities to accommodate this growth. Further, the branch service population is expected to grow by almost 2,000 more people by 2020. In addition, *these outdated service area boundaries do not reflect the branch closures, annexations, and freeway construction of the past few decades that have created pockets in San Leandro without convenient access to any existing library branch.* For example, the Eastshore's branch library was closed in 1978, and Highway-880 and the railroad tracks presents access challenges for those San Leandro residents needing to use the Main Library in downtown.

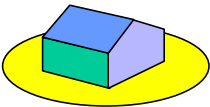
*In response to these considerations and given geographical constraints, the project team defined service area boundaries which resulted in a range of 9,000 to 28,000 people for the service area population of each branch library.* San Leandro has distinct areas of residential use which are separated from each other by large industrial districts and infrastructure lines (such as I-80, BART tracks, and railroad tracks) which make non-vehicular movement from one area to another difficult. The service areas were determined using these geographic boundaries to define each distinct residential area. For instance, the Mulford-Marina area is an extremely isolated service area; it is separated by more than a mile from any other residential area by a combination of I-80, railroad tracks, industrial uses, and large scale retail uses. Given these distinct areas, the service areas ranged in population from 8,900 in the Mulford-Marina to 23,000 for Manor Branch and 28,000 for the Main Library.

The service level guideline of 0.8 sf per capita proposed for the City as a whole (the Main Library accounts for 0.4 sf per capita Citywide) in this *Branch Libraries Study* results in a facility size ranging from 4,092 to dependent on both service area population and geographical separation from other community resources. The addition of a new branch and the

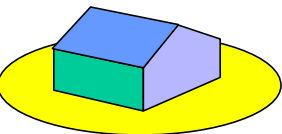
*The service areas of all the existing branch libraries were defined before the population increases, branch closures, annexations, and freeway construction of the past 20 years.*



# RECOMMENDATION



<b>Small Service Area – Eastshore Branch</b>	
Service area population	10,700
Building size	4,090 sf
Branch Library sf/capita	0.4 sf/cap



<b>Med. Service Area – Manor Branch</b>	
Service area population	23,300
Building size	9,300 sf
Branch Library sf/capita	0.4 sf/cap

One immediate benefit of the planning process is the new partnerships that are emerging – especially around the issue of joint-use facilities that provide ‘one-stop’ access to community services in a more cost-effective manner.

redefinition of service areas will greatly improve San Leandro residents’ access to library services in their local neighborhoods, especially beneficial for community members whose mobility is limited.

As illustrated in the sidebar to the left, the balance of service area population to building size is key to designing a branch system that is accessible to all residents of San Leandro. A small service area such as Eastshore Branch has approximately the same ratio of building size to people as a larger service area such as the Manor Branch. Adjustments in the service level guidelines to address the unique needs of each neighborhood area—such as geographic separation from the City’s existing community resources, account for the small variation in square foot per capita. The result is that *every proposed branch is appropriately sized for the number of people in the neighborhood service areas it serves.*

When an existing branch was too small to serve the population of it’s neighborhood service area but the amount of expansion possible at its present site resulted in a facility that was still too small, relocation of the branch to a nearby site in the same neighborhood area was considered. For example, the South Branch is a wonderfully located, highly used, and well-liked facility; however, it is drastically undersized and there is no room for expansion on the existing site. Because expansion onto an adjacent site was also not feasible (due to the costs of procuring privately owned land and its unavailability), relocating the branch to a larger site nearby was recommended. By relocating to a larger site, it is possible to increase the size of the library so that the facility is able to meet all of the recommended service level guidelines and become more operationally efficient.

## 2. DETERMINING THE LOCATION

### Facility Placement

The preliminary step in formulating the development strategies was to analyze the existing branch libraries in relation to their current neighborhood service areas, identify underserved areas, and identify areas in San Leandro where future population growth is anticipated. By working with the San Leandro Planning Department, current and future population figures as well as anticipated areas of growth for each neighborhood area and the city as a whole were established. These figures provided the basis for determining the need when the service level guidelines were applied to them.

Areas were identified where new service areas could be defined for new or upgraded branches, always keeping in mind both *the overall distribution of library services throughout the city* as well as the Library’s goal to *provide accessible library services that are tailored to meet the needs of each San Leandro neighborhood.* A further consideration was that branch libraries that are conveniently accessible to *all* residents of the service area – whether those residents walked, biked, took transit, or drove to the library – would better serve as community focal points in the neighborhood areas they

served. The development strategy sites were identified in Project Team and Library Historical Commission meetings, where Library and City staff worked with representatives of the Library's existing and potential community partners to evaluate proposed sites.

Securing potential sites for new and improved branch libraries will be one of the first steps in implementing this *Branch Libraries Study*. All but one of the branch libraries has room to expand on adjacent City-owned parcels. As the location of the current branches were found to be very centrally located within the communities they serve, the ability to enhance branch library facilities and services at these existing sites will provide additional revitalizing benefits for the community. For example, a new branch library could directly benefit the City's redevelopment efforts occurring in a neighborhood business area at Manor and Farnsworth while continuing to provide services at a centrally located destination. In addition, whenever potential sites for branch library sites were discussed, every effort was made to have the proposed branch location included in the City's long-range plans.

*The Library will strive to locate branches in the areas where services are most needed and at sites that will provide additional revitalizing benefits to the neighborhoods they serve.*

### Land Ownership Issues

Land ownership issues fall into three general categories:

#### B. City- or Library District-Owned Land

City-owned land is land under the control of the city and currently, or possibly in the future, available to be used by the Library. Currently the Main Library and all three of the existing library branches are on city-owned land. Three of the four recommended development strategies call for siting on city-owned land, including two development strategies which utilize land adjacent to the existing City-owned branch locations.

#### C. School District-Owned Land

One of the development strategy recommendations for South Branch includes the option for a joint-use project between the San Leandro School District and the Library. In this case the School District already has control of the recommended site. However, because the potential for a joint-use project has not been fully determined, money for land costs for the general amount of space needed for South Branch is included in cost models for the proposed site.

#### D. Privately Owned Sites

Preliminary research was done on a few privately owned sites where the City or the School District had no appropriate sites available. This research was very limited and has only been used for discussion purposes. None of the recommendations in this *Branch Libraries Study* call for privately owned sites. The primary downsides of siting public facilities on privately owned land are both the cost factor and unavailability if the owner is not interested in selling.

# RECOMMENDATION

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*These criteria were developed to aid in the selection and evaluation of future library sites.*

## Site Evaluation Criteria

The following site evaluation criteria were developed by the Project Team (composed Library and City leadership and library building and programming consultants) in collaboration with the Library Advisory Committee (composed of members of the City’s standing Library and Historical Commission) to be used as a tool in future site selections.

### A. Site Capacity

- *Is the square footage and shape of the site sufficient to accommodate a building of an appropriate size and configuration, necessary parking spaces and other site amenities according to the applicable regulations?*
- *Is there room for future expansion?*

### B. Location

- *Is the proposed library use compatible with the City’s General Plan?*
- *Is the site in close proximity to other community services (i.e. schools, shopping)?*
- *Are there compatible land uses on adjacent properties?*
- *Will the potential increase in pedestrian, bicycle, and vehicular traffic and/or parking pose an undue burden on surrounding property owners?*
- *Are there environmental and/or economic liabilities or nuisance factors associated with the site?*
- *Will the site allow for the operation of a safe and secure library building?*
- *Is the site centrally located to the residents of the proposed service area (so that all residents of the proposed service area would have easy and convenient access to the library)?*
- *Is there easy and safe pedestrian, bicycle, and vehicular access to the site?*

### Site Evaluation Criteria *(continued from previous page)*

#### B. Location

- *Is the site easily accessible by the differently abled community?*
- *Does the public transit system provide service within a reasonable distance of the site?*

#### C. Visibility

- *Does the site have a high profile in the community?*

#### D. Cost and Availability

- *Is the site affordable?*
- *Is the site available or anticipated to become available within a reasonable amount of time?*
- *Are there cost-prohibitive existing conditions that will require expensive mitigation measures?*

#### E. Partnerships

- *Does the site offer an opportunity for partnerships in the development of the facility with School District, Recreation Department, private businesses or other appropriate parties?*
- *Are the goals, missions, and requirements of potential partnering agencies compatible with those of the Library?*

#### F. Aesthetics

- *Does the site offer any aesthetic value to the proposed library building?*

#### G. Community Perception and Interest

- *Has the community shown interest in having library services provided at this site?*

#### H. Library Service Goals

- *Do the site and the site's location allow the library to better meet its service objectives?*

# RECOMMENDATION

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## 3. DETERMINING THE CAPACITY

### Development Strategies

Each of the proposed library sites was evaluated to determine its development capacity. Two steps were used to evaluate site capacity; first, the service area was used to determine the required building size and parking need. Potential sites which had been identified by City agencies or officials, the Library and Historic Commission, and the PMT were then analyzed using the City's zoning ordinance and planning and development guidelines to determine the capacity of the site. The sites which had the appropriate capacity for building, parking, required setbacks, and landscaping were then evaluated by the Library and Historic Commission using the outlined criteria.

### Development Strategy Policies

The following policies provided a framework in determining the appropriate improvement strategy for each of the branch libraries and ensured that recommendations benefited Library customers throughout the City.

*The recommended development strategies will provide all the residents of San Leandro with equal access to quality library services.*

#### A. "Libraries for All"

Equal access to quality branch library services will be provided to residents of all the neighborhoods in San Leandro.

#### B. Balanced Service Areas

The balance between the ratio of library size to population served will be approximately equal throughout neighborhood service areas, achieving a standard of +/- .8 sf per capita. If a branch's size is constrained due to its location, then the service area population or service area it is assigned to serve will be sized accordingly. The result is that every branch will be appropriately sized for the number of people it serves.

#### C. Neighborhood-Scale Libraries

*"[The] branch libraries are neighborhood treasures."  
—South Branch Patron*

The new and expanded branch library system will continue to be comprised of neighborhood-scale branches. The 'neighborhood branch' model takes into consideration the needs and usage patterns of the Library customers, as suggested by community input received during the public outreach activities and corroborated by the Project Team's analysis. These issues included the need for a library site that is accessible to pedestrians of all ages and the desire to retain the current neighborhood ambiance of the existing library branches (i.e., smaller building scale, services that are easily located, more personalized service, etc.). ***The neighborhood-scale library model allows the Library to respond to customers' desire for branch libraries to be conveniently located within their neighborhoods and accessible as part of their daily routines.***



## D. Partnership Opportunities

Whenever such opportunities exist, branch libraries will be planned and developed to be adjacent to or integrated into other community facilities (such as community centers and schools) in order to gain programmatic synergies and better serve San Leandro residents in a more cost-effective manner.

*Every effort will be made to integrate new and upgraded branch libraries with other community facilities (such as community centers and schools) when such opportunities exist.*

## E. Service Delivery Strategies

In response to the ongoing need to provide better and more efficient library services to the residents of San Leandro, the Library is exploring the implementation of new service delivery models. ***The motivation for changing the way the Library does business is to use 21<sup>st</sup> century technology to streamline staff operations and improve customer service.*** By providing opportunities for such services as express check-outs, self-serve hold pick-ups, online reservations and booking abilities for computers, credit card payments of fines and fees, self-monitoring technology and extended hours, the Library wants to increase the accessibility and availability of library resources for all the residents of San Leandro neighborhoods.

## Definition of the Development Strategies

Each proposed new branch or upgrade to an existing branch facility was evaluated in collaboration with the Project Team to determine the best solution to meet the unique needs of that community. Once specific strategies were identified within the Project Team, they were then reviewed and confirmed with the Library Advisory Committee. Each development strategy falls into one of two categories: ***upgraded branches*** and ***new branches***. The definition of each development strategy is as follows:

### A. Upgraded Branches

***Replacing an existing branch with a new facility within the same neighborhood service area as the existing branch.*** This strategy was applied when the existing branch library was well located but needed to be larger in order to provide the recommended level of service *and* when there was adequate capacity for the larger facility at the present site or a nearby site within the same neighborhood service area. The existing branch will be replaced with a larger facility that will better meet the needs of community members in the branch's neighborhood service area. The expanded and improved library branch will retain the same neighborhood-scale as the existing facility, will be built to current code requirements, will incorporate contemporary library design and planning concepts. The existing branch will remain open until the new facility is completed.



**Upgrade:** *Replacing an existing branch with a new facility within the same neighborhood service area as the existing branch.*

### B. New Branches

***Constructing a completely new branch.*** This strategy was applied in those neighborhood areas where the current service population cannot conveniently access the nearest branch library the Main Library or is otherwise dramatically underserved by the nearest branch library or Main Library.



**New:** *A completely new branch will be added to the Library system.*

# RECOMMENDATION

*The completion of 3 upgraded branch libraries and 1 new branch library will bring the San Leandro Library system up to 100% of the total library space needed by the year 2020!*

## 4. DETERMINING THE RECOMMENDATION

The specific development strategy recommended for each neighborhood service area is summarized below (and addressed in greater detail in the *Branch Summaries* section of this document). In summary, the addition of **1 new** branch library and **3 upgraded** branch libraries will provide 17,150 sf of additional space at the branch libraries bringing the branches up to 22,350 sf total (and bringing the entire San Leandro Library system, including the Main Library, up to 72,350 sf citywide). This increase in library space at the branches will meet 100% of the square footage recommendation for the each of the branch libraries by the year 2020.

### Upgraded Branches

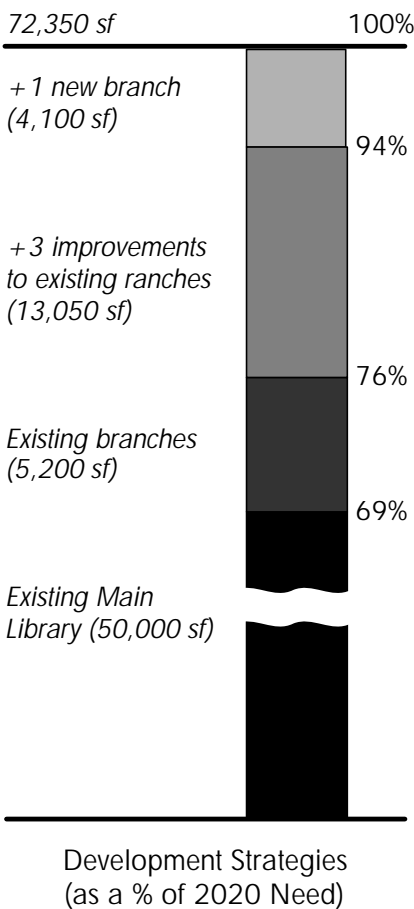
**South Branch:** The South Branch Library is being recommended for upgrading to a facility over twice its current size. One option for the facility is a joint-use facility with the San Leandro School District, which is currently rebuilding the Jefferson School located a couple of blocks from the current South Branch site. City and the Library are exploring opportunities for joint-use in co-location, operations and programming.

**Mulford-Marina Branch:** The current Mulford-Marina Branch Library was built on a small corner of a large City-owned parcel. The parcel is currently being leased to a private company with considerations in the lease for a potential expansion of the library site to include a portion of that being leased to the golf course. The recommendation for the Mulford-Marina Branch Library is a facility twice its current size on this expanded site at the same location.

**Manor Branch:** The Manor Branch Library is too small to meet existing and future needs, especially considering this branch serves several schools in the nearby vicinity. As the largest branch service area in the city, the Manor area will require a facility that is four times the size of the existing 2,200 sf branch. The recommendation for the Manor Branch Library calls for the consolidation of the currently library site and the adjacent parcel which the City has recently purchased in anticipation of this project. The Library building will be built on this adjacent parcel so that the Manor Branch can remain open during construction, with the existing building being removed afterwards to accommodate the required parking for the Library. This site is very centrally located to the several nearby schools which use the branch as a resource, as well as to patrons (confirmed in the patron surveys).

### New Branch

**Eastshore-West Davis:** The balance of the facility service needs not met by expansion and relocation of existing branches will be met by the addition of one new branch in the Eastshore-West Davis neighborhood. This new branch is planned for the area that previously had a branch library (closed in the 1980's as a repercussion of Proposition 13). This area has suffered from

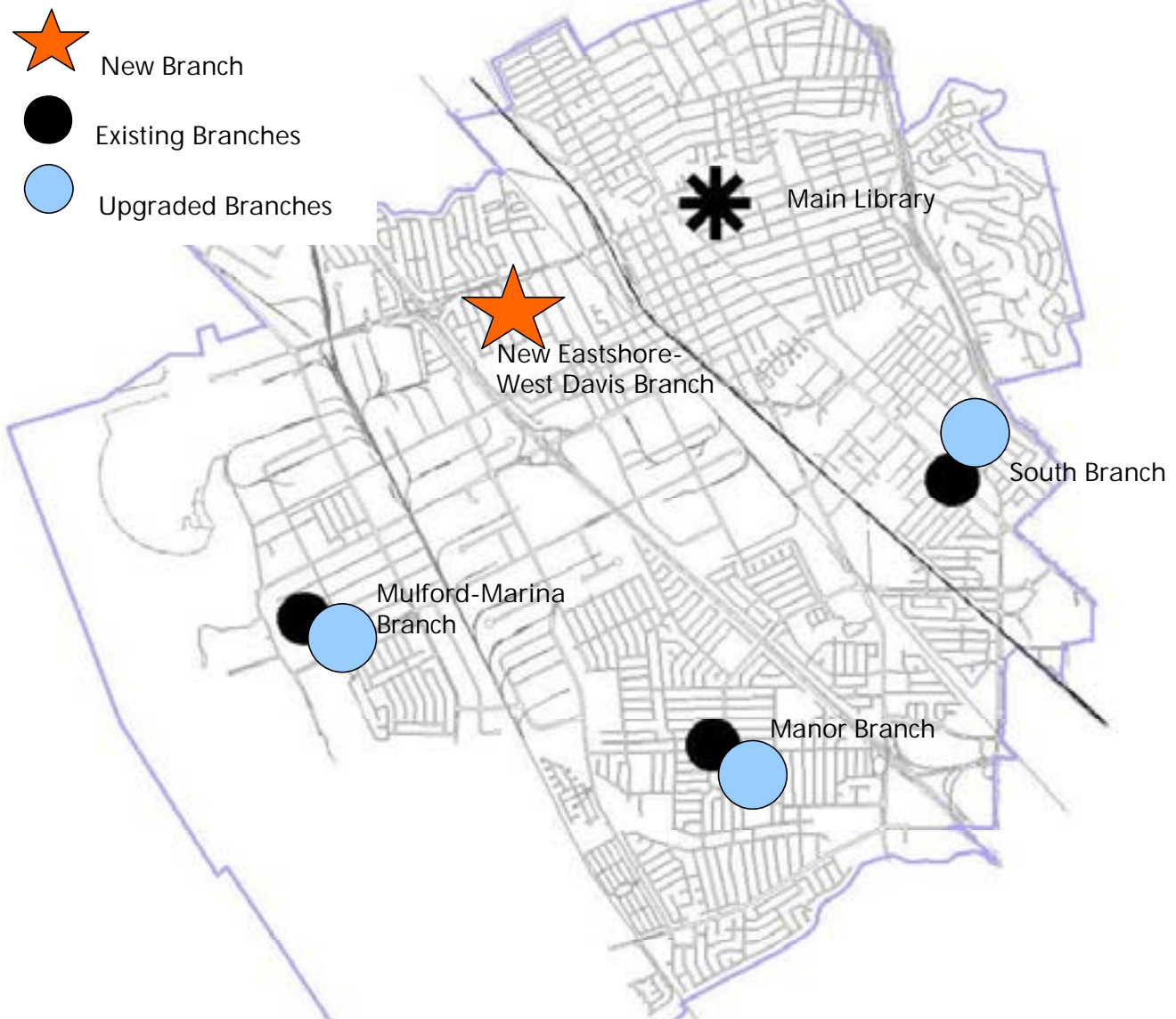


lack of accessible branch library services; replacing the branch that was closed with a new facility located on a prominent City-owned parcel on Davis Street will resolve this problem.

## New and Upgraded Branch Libraries throughout the City

The map below shows the location of each of the recommended development strategies in all San Leandro's neighborhoods and illustrates how *new and improved library facilities will be distributed throughout the City.*

### Development Strategy Map



# RECOMMENDATION

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## Summary of Recommended Development Strategies

The table below compares the proposed improvements to each of the branch library facilities the existing conditions to the existing conditions at those branches. The calculation of the square foot of library space per capita is included as an indicator of *the future equity of library services throughout San Leandro* if the development strategies recommended by the *Branch Libraries Study* are implemented in full.

It should be noted that Main Library was found to be utilized by patrons throughout the city and is therefore a vital component of the Library's goal to provide superior library services to all San Leandro residents. As a result, the Main Library contributes a significant portion of the citywide measurement of library square footage per capita.

As can be seen below, the proximity of the existing branch libraries to other community resources impacted the recommended size of each branch library. For example, the relative isolation of the Mulford-Marina Branch from the rest of the city results in a slightly larger facility to provide meeting room space for the surrounding neighborhood areas (where none currently exists).

Likewise, the proximity of the South Branch to the Main Library's extensive meeting facilities and resources – as well as the overlapping service areas of these two facilities – results in a slightly smaller size per capita of the South Branch facility. However, if the South Branch is built as a joint-use facility with the San Leandro School District, the size of this facility would need to be increased to accommodate the on-site group study rooms and meeting room space that would not otherwise be needed at South Branch if it were a single-use facility. The exact square footage of such a joint-use facility is currently under study.

Library	Existing Conditions			Proposed Improvements (by 2020)		
	Area (sf)	Service Pop.	sf/capita	Area (sf)	Service Pop.	sf/capita
South Branch	1,100	12,500	.09	4,092	12,900	.32
Mulford-Marina Branch	2,000	8,300	.24	4,855	8,900	.54
Manor Branch	2,100	22,800	.09	9,313	23,300	.40
Eastshore-W. Davis Branch	N/A	10,300	N/A	4,092	10,400	.39
BRANCH SUBTOTAL	5,200	53,900	.10	22,352	55,500	.40
Main Library	50,000	26,600	1.9	50,000	28,400	1.8
CITYWIDE LIBRARY TOTAL	55,200	80,500	.65	72,352	86,000	.84

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### Implementing the *Branch Libraries Study*

The implementation of this *Branch Libraries Study* is critical to the ongoing success of the San Leandro Library. The needs of San Leandro residents for branch library services are great and will continue to grow at an even greater pace than the population. Implementing the recommendations of the *Branch Libraries Study* will require serious commitment from the City. Both the capital costs of the recommendations and the increased operational costs require that improvements be made over time in order to allow for funding to be identified and revenue increases to occur. The impact of the phasing plan on financing both capital and operational costs must be carefully understood and planned for. Therefore, the implementation recommendations of the *Branch Libraries Study* and its financial impact merit a detailed analysis. This section discusses the implementation plan and several strategies for funding the recommended projects.